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South-South cooperation for development

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Framework of operational guidelines on United Nations support to South-South and triangular cooperation

Note by the Secretary-General

Summary

The present note by the Secretary-General containing the framework of operational guidelines on South-South and triangular cooperation is submitted in compliance with decisions 16/1, 17/1, 18/1 and 18/IM/1 of the High-level Committee on South-South Cooperation and General Assembly resolutions 69/239 and 70/222. The document provides priority actions and performance indicators for United Nations organizations and agencies, including regional commissions, towards mainstreaming their support for South-South and triangular cooperation at the global, regional and national levels. It has been revised to reflect the views of the High-level Committee expressed at its seventeenth and eighteenth sessions and to align the guidelines with the objective of applying South-South and triangular cooperation during the implementation of the 2030 Agenda for Sustainable Development.

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I. Purpose

1. The framework of operational guidelines (hereafter referred to as the "guidance note") is a tool and reference manual on ways to mainstream South-South and triangular cooperation in the development planning and programming of United Nations funds, programmes, specialized agencies and regional commissions at the global, regional and country levels. It also suggests sectoral, cross-border thematic areas where the benefits of South-South interventions could be optimized. The note builds and expands on the previously established Revised Guidelines for the Review of Policies and Procedures concerning Technical Cooperation among Developing Countries (TCDC/13/3).

2. The guidance note was initially prepared in compliance with decision 16/1 of the High-level Committee on South-South Cooperation (see A/65/39), as called for by Member States in the outcome document of the High-level United Nations Conference on South-South Cooperation, held in Nairobi in December 2009 (see General Assembly resolution 64/222). It was also informed by the Joint Inspection Unit report on South-South and triangular cooperation in the United Nations system of July 2011 (JIU/REP/2011/3). Pursuant to decisions 17/1, 18/1 and 18/IM/1 of the High-level Committee and resolutions 69/239 and 70/222 of the General Assembly, it has been revised to reflect the views of the High-level Committee expressed at its seventeenth and eighteenth sessions and to align the guidelines with the objective of applying South-South and triangular cooperation during the implementation of the 2030 Agenda for Sustainable Development. While reiterating the need for full implementation of the previously established guidelines that focus on strategic direction, the Nairobi outcome document and the report of the Joint Inspection Unit point to the urgent need for operational guidance on how to implement the strategic policies on South-South cooperation in practical terms.

3. For South-South and triangular cooperation to have its intended impact, it is necessary to improve overall system-wide policy frameworks, governance, coordination, structures, mechanisms and dedicated resources. Some specific actions to help to bolster the mainstreaming of South-South cooperation in United Nations policies and programmes are (a) working with a common definition; (b) setting up intra-agency support structures, such as a dedicated South-South and triangular cooperation unit in each agency, and focal points at all levels; (c) systematically applying guidelines and guidance; (d) systematically using reporting mechanisms; (e) ensuring, where appropriate, adequate funding from agency budgets; (f) taking effective action at the regional level; (g) matching resources to the United Nations mandates regarding South-South cooperation; (h) developing a coherent strategy for triangular cooperation; and (i) strengthening coordination at the regional and country levels (see JIU/REP/2011/3). In addition, experience gained from the experimental application of these guidelines underscores the need for system-wide inter-agency learning and knowledge management regarding South-South and triangular cooperation.

4. As a living document, the guidance note presents a common, practical and flexible approach to enable the future incorporation of lessons learned and best practices. The note does the following:

(a) It provides operational definitions of South-South cooperation and triangular cooperation, and the benefits of capitalizing on them in addressing global, regional and national development priorities;

(b) It identifies possible entry points and thematic priorities at the global level where United Nations organizations can apply South-South and triangular cooperation approaches when engaging with traditional and Southern development partners, developing South-South cooperation policies and shaping global norms and standards;

(c) It offers country and regional teams a practical approach to mainstreaming South-South and triangular cooperation in United Nations country and regional common planning and programming processes, focusing on entry points and related actions to increase effective engagement with partners;

(d) It suggests a practical set of performance indicators on integrating South-South and triangular approaches into global policies and country and regional planning frameworks, together with tools for quality assurance, monitoring and reporting;

(e) It highlights examples of good practices in South-South and triangular cooperation relevant to the implementation of Agenda 2030 (see boxes I and II below).

5. The General Assembly, through its resolution 70/1 entitled "Transforming our world: the 2030 Agenda for Sustainable Development", has further acknowledged the importance of the regional and subregional dimensions, regional economic integration and interconnectivity in sustainable development. Among the 17 Sustainable Development Goals of Agenda 2030, Goal 17 specifically underlines the necessity of strengthening global partnerships for sustainable development and South-South and triangular regional and international cooperation on such matters as capacity-building, science, technology and innovation.

II. Audience

6. The guidance note is addressed to policymakers and development practitioners working in United Nations funds, programmes, specialized agencies and regional commissions at the global, regional and country levels, especially those responsible for South-South and triangular cooperation initiatives.

7. More specifically, the guidance note is intended for (a) United Nations resident coordinators and staff in resident coordinator coordination offices; (b) United Nations country teams, all agency focal points for South-South cooperation and all agency programme staff; (c) regional United Nations Development Group teams and United Nations staff in peer support groups, who provide quality support and assurance; (d) policy and programme staff in the United Nations regional commissions and regional centres; and (e) policy and programme staff at the headquarters level.

8. United Nations regional and country teams could use the guidance note to enhance United Nations system-wide coherence in regional and country-level common planning processes, such as the preparation of the United Nations Development Assistance Framework, and in situations where Governments express

a demand for South-South cooperation to help to meet the Sustainable Development Goals and other internationally agreed development goals.

III. Operational definitions

9. The 2009 Nairobi outcome document sets forth the rationale, principles and key actors of South-South cooperation as follows:

> ... South-South cooperation is a common endeavour of peoples and countries of the South, born out of shared experiences and sympathies, based on their common objectives and solidarity, and guided by, inter alia, the principles of respect for national sovereignty and ownership, free from any conditionalities. South-South cooperation should not be seen as official development assistance. It is a partnership among equals based on solidarity ... South-South cooperation embraces a multi-stakeholder approach, including non-governmental organizations, the private sector, civil society, academia and other actors that contribute to meeting development challenges and objectives in line with national development strategies and plans (resolution 64/222, annex, paras. 18-19).

10. In response to calls for an operational definition that can be shared within the United Nations system,[1] it is proposed in the present guidance note that, on the basis of the Nairobi outcome document and other relevant sources, United Nations organizations may wish to define South-South cooperation for development as follows: a process whereby two or more developing countries pursue their individual and/or shared national capacity development objectives through exchanges of knowledge, skills, resources and technical know-how and through regional and interregional collective actions, including partnerships involving Governments, regional organizations, civil society, academia and the private sector, for their individual and/or mutual benefit within and across regions. South-South cooperation is not a substitute for, but rather a complement to, North-South cooperation. This definition is an attempt to present a cohesive meaning of South-South cooperation within the United Nations system.

Triangular cooperation

11. Triangular cooperation involves Southern-driven partnerships between two or more developing countries supported by a developed country(ies)/or multilateral organization(s) to implement development cooperation programmes and projects. Evidence shows that in many instances, Southern partners in development cooperation require the financial and technical support and expertise of multilateral and/or developed-country partners in the course of assisting other developing countries (see TCDC/9/3). Northern partners also benefit by being able to take advantage of increased institutional capacity in the South and to increase the impact of their aid disbursements by leveraging the resources of multiple Southern partners. Developed countries have increasingly expressed strong support for this approach to development and a willingness to share their experience and lessons learned as long

[1] Recommendation 1 of the Joint Inspection Unit report (JIU/REP/2011/3) calls on the United Nations system to develop and agree on operational definitions of South-South and triangular cooperation and to ensure their dissemination and application, including through workshops and training sessions at headquarters and field level system-wide.

as the triangular cooperation process is led and owned by Southern actors in order to achieve development results.

Growing influence of South-South cooperation

12. South-South cooperation has grown in relevance in the past decade and has been the subject for discussion at a number of major United Nations conferences and other conferences, such as those of the Group of 77 and China and the Group of 20. This surge in interest is due largely to the increasing economic power of the South, the extensive and relevant development knowledge and solutions generated from the South and the increasing evidence of the contribution of South-South cooperation to development results in many countries.

Going beyond traditional South-South cooperation

13. Evidence from actual experience shows that in addition to the sharing of knowledge and experience, South-South cooperation increasingly involves collective actions by multiple countries at the global and regional levels in the pursuit of mutually beneficial development, as seen in the building of economically vibrant regional communities, joint initiatives to address cross-border issues and a collective voice to enhance their bargaining power in multilateral negotiations. It is this energy that the United Nations system must harness as promoter and catalyst of South-South and triangular cooperation.

IV. Priority objectives

14. The Nairobi outcome document makes it clear that current and future work on South-South cooperation builds on the international conferences, summits and resolutions and the progress made since the Buenos Aires meeting. It reiterates the principles and strategies that guide South-South and triangular cooperation and identifies the following five priority objectives of United Nations support:

(a) Support national and regional development efforts;

(b) Strengthen institutional and technical capacities;

(c) Improve the exchange of experience and know-how among developing countries;

(d) Respond to the specific development challenges of developing countries;

(e) Increase the impact of international cooperation.

15. United Nations organizations can help to achieve these goals by fostering an understanding of the benefits of South-South cooperation and identifying and capitalizing on entry points in policy, planning and programming processes at the global, regional and country levels with the aim of implementing the 2030 Agenda and the Sustainable Development Goals.

V. Guiding principles

16. The Nairobi outcome document identifies the following policy and operational principles of South-South and triangular cooperation:

(a) Normative principles

- Respect for national sovereignty and ownership
- Partnership among equals
- Non-conditionality
- Non-interference in domestic affairs
- Mutual benefit

(b) Operational principles

- Mutual accountability and transparency
- Development effectiveness
- Coordination of evidence- and results-based initiatives
- Multi-stakeholder approach.

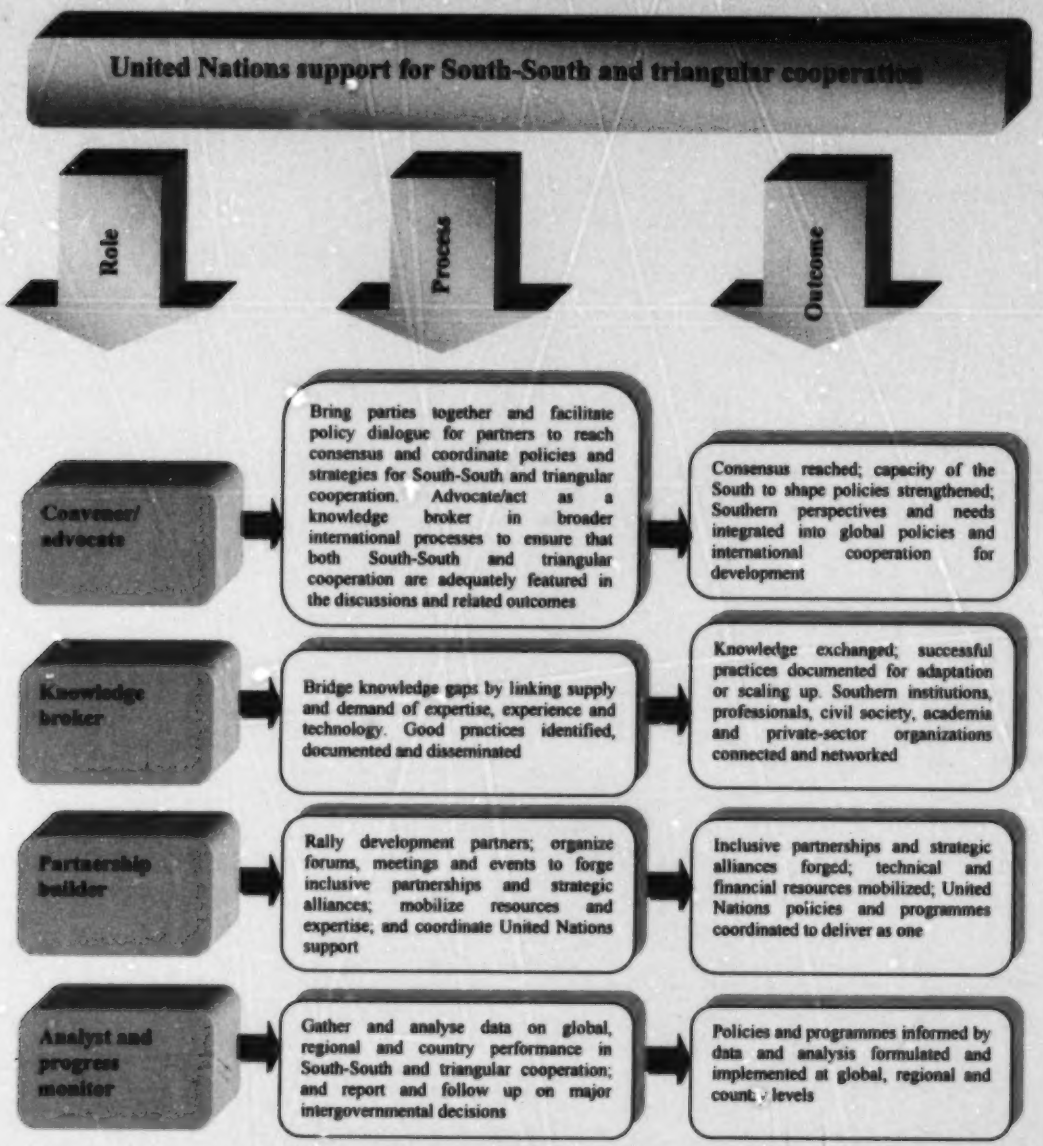
17. In line with the principles of national sovereignty and ownership, developing countries themselves initiate, organize and manage South-South cooperation activities. Financing and programme inputs are likewise the primary responsibility of developing countries. Developed countries and the organizations of the United Nations development system play promotional and catalytic roles, as elaborated in section VI below, and do not take the lead in executing South-South operational activities, which remains solely the domain of the developing countries themselves.

VI. United Nations role in South-South and triangular cooperation

18. The High-level Committee on South-South Cooperation, a subsidiary body of the General Assembly, is the primary policymaking entity on South-South cooperation in the United Nations system.

19. In the Nairobi outcome document, the High-level Conference requests the United Nations system to help developing countries to establish or strengthen South-South centres of excellence, within their respective areas of competence, and enhance closer cooperation among such centres of excellence, especially at the regional and interregional levels, with a view to improving South-South knowledge-sharing, networking, mutual capacity-building, exchanges of information and best practices, policy analysis and coordinated action among developing countries on major issues of concern.[2] These actions are summarized in the figure below.

[2] This has been stated repeatedly in United Nations decisions and resolutions, including in the more recent Nairobi outcome document and the aforementioned 2011 report of the Joint Inspection Unit on South-South and triangular cooperation.


United Nations support for South-South and triangular cooperation
Role
Process
Outcome
Convener/ advocate
Bring parties together and facilitate policy dialogue for partners to reach consensus and coordinate policies and strategies for South-South and triangular cooperation. Advocate/act as a knowledge broker in broader international processes to ensure that both South-South and triangular cooperation are adequately featured in the discussions and related outcomes
Consensus reached; capacity of the South to shape policies strengthened; Southern perspectives and needs integrated into global policies and international cooperation for development
Knowledge broker
Bridge knowledge gaps by linking supply and demand of expertise, experience and technology. Good practices identified, documented and disseminated
Knowledge exchanged; successful practices documented for adaptation or scaling up. Southern institutions, professionals, civil society, academia and private-sector organizations connected and networked
Partnership builder
Rally development partners; organize forums, meetings and events to forge inclusive partnerships and strategic alliances; mobilize resources and expertise, and coordinate United Nations support
Inclusive partnerships and strategic alliances forged; technical and financial resources mobilized; United Nations policies and programmes coordinated to deliver as one
Analyst and progress monitor
Gather and analyse data on global, regional and country performance in South-South and triangular cooperation; and report and follow up on major intergovernmental decisions
Policies and programmes informed by data and analysis formulated and implemented at global, regional and country levels

20. Normative and substantive support to South-South cooperation is provided by various organizations of the United Nations system in their respective areas of competence. Progress and achievements are expected to be reported biennially by United Nations focal points, through the United Nations Office for South-South Cooperation, to the High-level Committee on South-South Cooperation.

21. The United Nations Office for South-South Cooperation, as the secretariat for the General Assembly High-level Committee on South-South Cooperation, is mandated to promote, coordinate and provide support for South-South and triangular cooperation on a global and United Nations system-wide basis. As part of its support for the High-level Committee, the Office analyses trends, emerging

issues and opportunities for promoting South-South and triangular cooperation approaches to development. In addition, it works to build new partnerships with civil society and the private sector; identify new funding mechanisms, mobilize resources and manage various intergovernmental South-South trust funds; follow up on major Group of 77 conferences and summits; monitor and report on United Nations system progress in South-South and triangular cooperation; and organize the annual United Nations Day for South-South Cooperation. Additionally, the United Nations Office for South-South Cooperation chairs the South-South and Triangular Cooperation Task Team of the United Nations Development Group.

VII. Approach

22. The mainstreaming of South-South cooperation in United Nations support for development should be aimed at pursuing sustained economic growth and sustainable development in the South through global, regional and national development planning processes, policies and programmes that help to:

(a) Integrate the sharing of Southern knowledge, expertise and technologies into regional and national capacity-development initiatives;

(b) Provide support to efforts of developing countries towards regional integration;

(c) Provide support to efforts of developing countries to increase their bargaining power in bilateral and multilateral negotiations;

(d) Provide support to developing countries and other partners in convening forums for dialogue, formulating informed common positions and building consensus during bilateral and multilateral negotiations;

(e) Provide support to efforts of developing countries to identify relevant Southern partners for collaboration in thematic areas relating to sustainable development;

(f) Mobilize Southern financial and other resources for development purposes;

(g) Apply South-South and triangular cooperation towards the achievement of the Sustainable Development Goals.

23. The guidance note identifies entry points in policy and programming at the global, regional and national levels as well as practical options for consideration when mainstreaming South-South and triangular cooperation in regional and country-level planning and programming of development cooperation. It follows the steps of standardized United Nations development planning processes, such as the United Nations Development Assistance Framework process at the country level. However, the Secretary-General, in the note containing his comments and those of the Chief Executives Board for Coordination on the Joint Inspection Unit report (A/66/717/Add.1), suggests that the framework of operational guidelines on South-South cooperation should allow room for various organizations and agencies to mainstream South-South and triangular cooperation in keeping with their respective mandates and priorities.

24. The key performance indicators on mainstreaming South-South and triangular cooperation presented in the present guidance note were adopted from the United Nations revised guidelines on South-South cooperation (see TCDC/13/3), the Nairobi outcome document, the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries[3] and various good practices in South-South and triangular cooperation for use at the global, regional and country levels by United Nations funds, programmes and specialized agencies.

25. At the regional level, a formal United Nations Development Assistance Framework-type common planning framework has been recommended by the Joint Inspection Unit but does not yet exist.[4] However, United Nations regional teams can still use these suggested steps as a guide in developing their own planning and programming.[5] At this level, South-South cooperation is best implemented through United Nations regional coordination arrangements and support to such existing frameworks as the New Partnership for Africa's Development (NEPAD) and regional groupings, treaties and agreements.

26. At the global level, the mainstreaming of the internationally mandated South-South policy directives, as set out in Buenos Aires and Nairobi, begins with agencies ensuring that South-South cooperation is integrated into their corporate policy and programming frameworks, such as those of the International Labour Organization (ILO), the United Nations Development Programme (UNDP), the Food and Agriculture Organization of the United Nations (FAO), the World Food Programme (WFP), the United Nations Environment Programme (UNEP) and other organizations, which in turn inform work at the regional and country levels.

VIII. Priority mainstreaming actions at the country and sectoral levels[6]

27. Table 1 below sets out a series of catalytic actions to consider when facilitating the integration of South-South and triangular cooperation into each step of the United Nations Development Assistance Framework process at the country level. The actions could also be helpful in mainstreaming South-South and triangular cooperation using other policy and programming tools. The suggested actions are a practical means of orienting users at each stage of the process at the United Nations country team and agency levels and helping them to assess capacity and identify challenges and gaps. The actions on monitoring and evaluation help to

[3] *Report of the United Nations Conference on Technical Cooperation among Developing Countries, Buenos Aires, 30 August-12 September 1978* (United Nations publication, Sales No. E.78.A.II), chap. I.

[4] For an example of a regional approach to South-South cooperation, see the report of the Inter-American Development Bank entitled *Regional Public Goods: An Innovative Approach to South-South Cooperation*. Also informative are the annual reports of the Ibero-American General Secretariat.

[5] The United Nations Development Programme (UNDP) has changed the rules governing its projects and programmes to allow for multi-country South-South and triangular cooperation projects and partnerships.

[6] For examples of good practices in South-South and triangular cooperation, see https://undg.org/home/undg-mechanisms/sustainable-development-working-group/south-south-and-triangular-cooperation-task-team.

ensure that the results framework captures South-South cooperation targets for future reporting and planning. As such, they are also useful when developing the United Nations Development Assistance Framework monitoring and evaluation plan (see the 2016 United Nations Development Assistance Framework guidelines for detailed information on each step).

Table 1
Catalytic actions for mainstreaming South-South and triangular cooperation in the United Nations Development Assistance Framework process

Step	*Section*	*Catalytic action*
1. Road map[a]	1.1. Review of existing analytical work on the relevant country(ies)	**Assess opportunities for sharing information on Southern policies, knowledge and experience** 1. Use existing analysis to determine institutional, human, technical and technological needs of the country that can be met through cooperation with other developing countries 2. Use new or existing analysis to determine capacity assets in neighbouring countries and/or regions that can provide assistance with capacity development **Assess opportunities for access to affordable technology** 3. Provide assistance in the identification of the productive capacities in the country that are at low and high levels 4. Provide assistance to the Government in cost/benefit analysis and in identifying the benefits of sourcing needed technological solutions from either the North or the South **Assess opportunities for collective action** 5. Provide support to the Government in identifying the challenges facing the country that require collective action at the subregional, regional, interregional and global levels **Assess opportunities for a collective voice** 6. Provide assistance to the Government in determining what interests/priorities require South-South alliances and collective bargaining by the South as well as the issues that require international dialogue on a South-South or North-South basis **Assess opportunities for triangular partnership-building** 7. Provide assistance in the identification of the sectors that require triangular cooperation owing to the lack of readily accessible expertise, technology or funding from developing countries

Step	*Section*	*Catalytic action*
	1.2 Engagement with relevant stakeholders in mapping the national planning process	**Assess opportunities for South-South policy coordination**
		8. Identify the South-South policy frameworks to which the country is party as entry points for policy coordination and support the integration of South-South good practices into national policy, planning and budgeting
		9. Provide support to Southern countries in designing or improving policies, laws and regulations that facilitate their engagement in South-South and triangular cooperation
		10. Provide support for efforts to ensure that opportunities for South-South trade, investment and development assistance are integrated into national policies and strategies through various sectors as well as subnational policies and strategies
		11. Provide support for efforts to identify areas that require South-South agreements and actions, such as cross-border forest reserves, shared river basins, interstate highways, customs services, Internet connectivity, wireless services and power pools
		Assess opportunities for South-South and triangular programme formulation
		12. Provide support to the Government and other stakeholders in identifying the capacity assets (in the Government, civil society, academia and the private sector) that the country wishes to market or share
		13. Identify countries that can benefit from a country's expertise and/or technology as well as countries that could help to meet its capacity needs
		14. Provide support for efforts to establish a national entity responsible for the coordination of South-South and triangular cooperation
	1.3. Ensure a South-South perspective in identifying United Nations country team comparative advantages, strengths and capacity gaps	**Assess opportunities for South-South and triangular programme implementation**
		15. Ensure that the United Nations country team is aware of the content of mandates requesting the provision of United Nations system support for South-South and triangular cooperation
		16. Ensure that the United Nations country team has access to good South-South practices relating to the Sustainable Development Goals and the capacity to provide support for South-South and triangular cooperation, focusing on priority areas such as the sharing of knowledge and experience, technology transfer, capacity development, peer-to-peer learning, collective bargaining and regional integration through the provision of support to knowledge and professional networks, centres of excellence, civil society and academic organizations that foster South-South exchanges

Step	*Section*	*Catalytic action*
		17. **Ensure that the United Nations country team has the capacity to provide support for cross-border initiatives benefiting a large number of developing countries, South-South collective action in addressing transnational challenges, and technical and economic cooperation among developing countries through greater exchange of technical expertise**
		18. **Ensure that the United Nations country team has the capacity to foster South-South intraregional partnerships among middle-income countries, least developed countries, small island developing States and landlocked developing countries**
		19. **Determine those aspects of the work of the United Nations system that need strengthening to achieve development results that require cooperative action on the part of developing countries and work to strengthen them.**
2. South-South cooperation perspective in country analysis	2. Contribute to country analysis	**Assess opportunities for South-South cooperation during support to country analysis**
		20. **Provide assistance in determining what political, social and economic needs and challenges relating to sustainable development would be best met through South-South and triangular cooperation in terms of sharing knowledge, experience and technology, cross-border initiatives and/or dialogue, treaties and agreements with other Southern countries**
		21. **Provide assistance in determining how collective action with neighbouring countries can be best integrated into sectoral policies and strategies**
		22. **Provide support to regional integration efforts and facilitate South-South exchanges as well as the coordination of macroeconomic policies among neighbouring countries in order to address common challenges**
		23. **Provide assistance in building understanding of the economic, social, environmental and/or political risks and opportunities presented by South-South cooperation in areas such as infrastructure development, knowledge-sharing, policy coordination and institutional capacity development**
		24. **Identify and encourage the Government and other stakeholders to prioritize national development initiatives with spillover benefits to neighbouring countries**
3. Strategic planning	3.1. Selecting 3 to 5 national priorities on which to focus	**Assess opportunities for including South-South and triangular cooperation in United Nations Development Assistance Framework priorities**
		25. **Acquire sufficient information to be able to distinguish transnational challenges that require collective action from those that require a national response**

Step	*Section*	*Catalytic action*
		26. Gather information on the various agreements that the country has concluded or needs to negotiate with its neighbours and other Southern partners
		27. Determine which United Nations Development Assistance Framework programmes and projects require a subregional approach and what steps are needed for their formulation, funding, implementation and evaluation
		28. Identify what mechanisms exist within regional United Nations country teams for the coordination of cross-border initiatives and advocate for national capacity development with a regional perspective
		29. Identify patterns and trends in South-South flows of trade, investment, finance and other exchanges in order to assess the contribution of South-South cooperation to development
		30. Identify measures needed to fund cross-border initiatives and support related resource mobilization
	3.2. United Nations Development Assistance Framework outcomes provide a collective support system for national development	**Ensure a South-South cooperation perspective in aligning United Nations Development Assistance Framework outcomes and support to national Governments**
		31. Provide assistance in ensuring that the United Nations Development Assistance Framework identifies opportunities for accessing Southern development assistance, technology transfer and capacity development
		32. Provide assistance in ensuring that the United Nations Development Assistance Framework includes performance targets and indicators to increase subregional and regional public goods that are essential to South-South flows of trade, investment and other exchanges
	3.3. Consideration of South-South cooperation in agency planning and programming	**Screen agency programmes and projects for inclusion of South-South and triangular cooperation**
		33. Ensure that the proposed programmes or projects identify opportunities for Southern collective action, peer learning, sharing of knowledge and experience, and technology transfer
		34. Ensure that the proposed programmes identify factors hindering mutually beneficial South-South cooperation and include measures to address them
		35. Provide assistance in ensuring that measures are taken to determine whether South-South approaches to national programming are more cost-effective compared with other programming modalities
		36. Identify the most successful South-South programmes supported by United Nations country teams for possible scaling up in the country and beyond

Step	*Section*	*Catalytic action*
4. Monitoring and evaluation	4. Results contributing to national priorities	**Assess opportunities for including South-South cooperation in monitoring and evaluation indicators** 37. Evaluate the development impact of South-South collective action, peer learning, collective bargaining, and exchanges of knowledge, experience and technology 38. Ensure that the monitoring and evaluation of programme implementation take into account the benefits and risks of South-South cooperation among emerging economies, least developed countries, small island developing States and landlocked developing countries 39. Ensure that the monitoring and evaluation of programme implementation take into account the contribution of South-South and triangular cooperation to poverty reduction and the Sustainable Development Goals 40. Evaluate the level of cooperation among United Nations agencies in their support to cross-border initiatives and in dealing with transnational challenges 41. Assess the extent to which Southern institutions, experts, technologies and other good practices are involved in the implementation of the programme 42. Assess the extent to which the United Nations country team supports efforts towards subregional and regional integration

[a] All catalytic actions under this step should be repeated during the country analysis.

Table 2
Country-level performance indicators on South-South and triangular cooperation
(see box I below for a practical example of how these indicators can be applied)

Strategy and programme implementation	
United Nations country team:	• Conducts research to identify areas where South-South and triangular cooperation can have the most development impact • Integrates South-South cooperation into United Nations development strategies and programme implementation • Provides support for Government efforts to identify a country's comparative advantage(s) to provide technical expertise or technology to other developing countries' partners as well as the area(s) where it can benefit from the expertise and/or technology of other developing countries • Identifies areas for subregional and regional South-South cooperation for capacity development and other initiatives and plays a catalytic, convening and brokering role to move these partnerships forward

- Regularly identifies and documents Southern development solutions for its development programmes and projects
- Ensures that, to the maximum extent possible, United Nations programmes and projects use inputs available locally and those from other developing countries
- Has a focal point on South-South and triangular cooperation

Peer-to-peer learning, capacity development and collective action

United Nations country team:

- Enhances the country's capacity to formulate and implement cooperation programmes for the benefit of groups of countries
- Provides support for peer-to-peer learning within and throughout regions and assistance to programme countries in developing capacities to maximize the benefits and impact of South-South and triangular cooperation
- Provides support for the establishment of institutional arrangements essential to the management of South-South cooperation activities and strengthens the capacities of regional and subregional organizations
- Takes a collective approach to capacity development that maximizes individual agency strengths and systematically takes South-South and triangular cooperation into consideration
- Continuously explores the interest of national Government, civil society and private sector partners in taking leadership roles in regional cooperation and facilitates South-South cooperation
- Provides assistance to Governments, in particular in least developed countries and small island developing States, to gain access to the Web of Information for Development (WIDE) and other development-oriented information networks and platforms
- Is familiar with the main South-South cooperation funding mechanisms and provides assistance to Governments to gain access to these sources
- Provides advice to interested Governments on existing South-South exchange platforms and facilitates the engagement of national practitioners in such exchanges
- Provides capacity development training to national partners and country office staff on how to plan, manage and monitor South-South and triangular cooperation

Information-sharing and awareness-raising

United Nations country team:

- Promotes information-sharing and monitoring of South-South and triangular cooperation activities and promotes awareness of the benefits of South-South and triangular cooperation
- Strengthens sectoral, thematic, subregional and/or regional information systems on South-South and triangular cooperation
- Provides support to national partners in developing-country-led systems to evaluate and assess the quality and impact of South-South and triangular cooperation programmes and to improve data collection at the national level to promote cooperation in the development of methodologies and statistics
- Provides support to national partners in documenting and disseminating information on innovative projects and experiences in South-South and triangular cooperation

- Monitors and reports on its own support to, and results achieved through, South-South and triangular cooperation
- Promotes and disseminates good practices in South-South cooperation at different regional and global events to promote knowledge exchange and partnerships
- Uses the occasion of the annual United Nations Day for South-South Cooperation, celebrated on 12 September, to promote awareness of the benefits of South-South and triangular cooperation

Box I

Role of United Nations country teams and individual multilateral organizations in brokering high-impact South-South knowledge exchanges through South-South and triangular cooperation

South-South knowledge exchange has gained prominence among policymakers and development practitioners. Such knowledge exchanges involve the sharing of experiences or expertise among development practitioners whereby those facing particular challenges can learn from peers who have solved similar problems.

This approach has proved to be an efficient way for countries to explore new policies and discover innovative solutions. While each knowledge exchange is different, the World Bank has stated that the most effective exchanges include six common elements that make up the knowledge-exchange life cycle. In its view, paying attention to all six elements yields the best results. This life cycle is demonstrated below through a South-South knowledge exchange between Viet Nam and Turkey.

Challenge: The Vietnamese Social Security Administration faced difficulties in delivering adequate services to its citizens owing to poor coordination and inadequate information and communications technology (ICT) systems. It turned to many countries for a solution, including Bulgaria, Latvia and Turkey, where the World Bank had assisted Governments in reforming the social security administration.

Solution: Vietnamese officials discovered that the relevant department in Turkey had found a solution that was the most adaptable to the challenge that Viet Nam was facing. Collaboration with their Turkish counterparts resulted in a solution that enabled Viet Nam to improve service delivery.

Below are the steps that United Nations country teams and individual multilateral organizations should follow to ensure the systematic transfer of knowledge among countries:

1. **Goal:** *Clearly define the problem and articulate the goals.* In the example above, Viet Nam understood the need for a modern, fair and transparent social security administration system.

2. **Brokering:** *Identify the relevant partner with requisite know-how.* Conduct a thorough capacity and needs assessment in the provider and recipient country/countries to identify the relevant solution provider(s). With the support of the World Bank, Viet Nam identified Turkey as a suitable knowledge provider since the country had previously faced a similar challenge and had successfully reformed its social security administration system.

3. **Financing:** *Identify an adequate and sustained source of funding.* Viet Nam was able to secure adequate funding from the World Bank.

4. **Design:** *Identify the relevant knowledge and the instruments for knowledge exchange.* Organize study tours, conferences and expert visits among the countries involved. Vietnamese high-level officials went on a study tour to Turkey and participated in a learning workshop with key Turkish personnel. After the study tour, Vietnamese officials held a national workshop for their staff in social security and related technical departments where Turkish officials presented their successes and best practices in project management and Vietnamese officials shared the lessons learned from their study tours.

5. **Implementation:** *Carry out the exchange.* Facilitate an ongoing exchange with participants in the recipient country/countries and ensure flexibility in implementation. In Viet Nam, the knowledge exchange schedule was managed by a facilitator who insured that the agenda was strictly followed and key adjustments made, as necessary, to derive the most benefits from the initiative.

6. **Sharing results:** *Measure the results and share the lessons learned.* Viet Nam came up with a plan to increase access to pension and health insurance programmes. Recognizing that its ICT system needed an overhaul to achieve its goal, Viet Nam succeeded in modernizing its ICT system with lessons learned from Turkey.

Source: Adapted from information provided by the World Bank. Available from http://wbi.worldbank.org/sske/story/supporting-administrative-reform-social-security-vietnam and http://wbi.worldbank.org/sske/resource-library/government-officials-guide-video-english.

IX. Priority mainstreaming actions at the regional level

28. Most South-South interactions occur within regional neighbourhoods owing to commonality of history, language, culture, ethnicity and geographical proximity. Regional neighbourhoods are also well suited to South-South collaboration to address such cross-border issues as infrastructure development, customs procedures, migration laws and climate change.

29. United Nations support for South-South and triangular cooperation at the regional level is beneficial when targeted at initiatives to better foster capacity development through intraregional sharing of knowledge, expertise and technology; the adoption of joint negotiation positions; and the pooling of financial and other resources. Such support should be integrated into existing efforts towards regional integration through related regional frameworks, cooperation programmes, treaties and agreements such as NEPAD, the Union of South American Nations and the Arab League and Agenda 2063. The processes and actions that United Nations regional teams need to consider in their policies, planning and programming on South-South and triangular cooperation at the regional level are summarized in table 3.

Table 3
Mainstreaming South-South and triangular cooperation at the regional level

Nature of programme[a]	*Objective*	*Lead partner(s)*	*Process*	*Catalytic actions by United Nations regional teams*
1. Cooperation programmes (led by one or two Southern countries)	Promote and support technical cooperation among countries in the region through implementation of regional frameworks, agreements, treaties and programmes	One or two developing countries providing technical expertise for multiple participating countries in the region	Led by the lead partner countries, jointly identify, negotiate, formulate and implement projects and programmes	• Support the establishment of common frameworks for groups of countries to promote concrete and effective actions in order to achieve shared development objectives, working closely with individual United Nations country teams in developing country-specific operational programmes according to respective countries' priorities and the means at their disposal to contribute to collective problem-solving • Facilitate development-related interactions among public and private organizations/academic institutions of developing countries to identify, negotiate, formulate and implement joint projects and programmes collectively agreed • Facilitate the identification and sharing of good practices and inputs from experts within and across regions at various phases of the project • Identify centres of excellence that have documented good practices • Support the creation of networks of technical experts that facilitate training and exchanges of good practices • Support the formulation of regional programmes and action plans for their implementation[b]

Nature of programme[a]	*Objective*	*Lead partner(s)*	*Process*	*Catalytic actions by United Nations regional teams*
2. Cooperation programmes (led by multiple Southern countries)	Promote South-South cooperation and ties among groups of countries in the region Programmes focus primarily on addressing regional challenges but are adapted to and integrated into national strategies and plans (national development with a regional perspective)	Multiple participating countries	Programmes are designed and executed jointly by all countries, with each partner contributing technical and/or financial resources according to its capacity	See catalytic actions under item 1 above
3. Triangular cooperation programmes (involves participating developing countries and donor countries)	Transfer, inter alia, technical expertise of one country to all other participating countries in the region through triangular arrangements	Multiple participating countries, including donors, and United Nations agencies	Upon request from one or more recipient countries for, inter alia, technical expertise, provider(s) and the recipient country(ies) jointly design programmes in collaboration with a donor country(ies) and a United Nations agency(ies)	In addition to those listed under item 1 above: • Support the creation of an international technical centre in provider country(ies) • Coordinate plans, actions with United Nations country team(s) in recipient country(ies) • Promote South-South cooperation in the donor community

Nature of programme[a]	*Objective*	*Lead partner(s)*	*Process*	*Catalytic actions by United Nations regional teams*
4. Sectoral/ thematic regional programmes (led by United Nations organizations)	Promote South-South cooperation on thematic/ sectoral issues	United Nations specialized agencies and other regional organizations	United Nations specialized agencies and organizations coordinate policies and undertake regional programmes in their areas of competence	• Serve as a hub for information and technical expertise and coordinate work/activities of United Nations country teams and relevant line ministries in groups of countries in the region • Advocate for adoption of coordinated national policies among countries in the region on sectoral/thematic issue(s) • Coordinate regional activities in specific areas of competence

[a] For examples of regional South-South and triangular cooperation programmes, see the annual report of the Ibero-American General Secretariat entitled *Report on South-South Cooperation in Ibero-America*.

[b] For examples of South-South approaches to the provision of regional public goods, see the annual report of the Inter-American Development Bank entitled *Regional Public Goods: An Innovative Approach to South-South Cooperation*.

Table 4
Regional performance indicators on South-South and triangular cooperation

Strategy and policy formulation	
Regional team or commission:	• Supports the formulation and implementation of frameworks, agreements, treaties and action plans for subregional, regional and interregional integration th ough South-South cooperation • Uses annual meetings of the regional coordination mechanism as a tool to advance system-wide cooperation and coordination in support of development objectives through South-South cooperation • Has an established and functioning focal point, part of whose portfolio is dedicated to promoting South-South and triangular exchanges and collective action at the subregional, regional and interregional levels • Actively advocates and promotes South-South cooperation at the regional and interregional levels
Peer-to-peer learning, capacity development and collective action	
Regional team or commission:	• Takes measures to strengthen intra- and interregional linkages between subregional and regional organizations with similar interests, mandates and complementary capacities • Works with regional institutions to jointly identify development problems that are interregional in scope and have a South-South cooperation dimension • Promotes the development of joint programmes among subregional, regional and interregional organizations

	• Identifies capacity assets and gaps or needs at the regional and interregional levels where new collaborative arrangements can be developed
Information-sharing and awareness-raising	
Regional team or commission:	• Sets up monitoring and evaluation systems to measure their South-South cooperation activities and includes a section in their annual reports on their contribution to South-South cooperation, including on thematic issues periodically
	• Conducts evaluations of the function of South-South cooperation in regional organizations, institutions and arrangements and their capacity to promote South-South cooperation
	• Supports the establishment of common frameworks for groups of countries to promote concrete and effective actions to achieve shared development objectives
	• Works with individual United Nations country teams in developing country-specific operational programmes according to respective countries' priorities and the means at their disposal to contribute to collective problem-solving
	• Facilitates development-related interactions among public and private organizations/institutions of developing countries to identify, negotiate, formulate and implement joint projects and programmes collectively agreed
	• Facilitates the identification and sharing of good practices and inputs from experts within and throughout regions
	• Supports the creation of networks of technical experts and institutions that facilitate exchanges of good practices and skill-development supply chains
	• Supports the formulation of regional programmes and action plans for their implementation

Box II

Role of United Nations country teams in the implementation of cross-border, subregional and regional South-South cooperation initiatives

Beyond the traditional forms of international collaboration that involve the sharing of knowledge and experiences, South-South cooperation has proved very effective when multiple developing countries jointly pursue their socioeconomic development, address cross-border issues and/or collectively voice shared concerns to enhance their bargaining power in multilateral negotiations. Below are a few illustrative examples of such high-impact South-South initiatives.

A. Pharmaceutical Procurement Services, Organisation of Eastern Caribbean States

Challenge: Access to affordable medicine is a major challenge, in particular for individual developing countries with small populations because such countries tend to procure medicines in small quantities.

Solution: The 11 members of the Organisation of Eastern Caribbean States (OECS) discovered collective means of reducing the costs of health-care services for their citizens by pooling the procurement and management of pharmaceutical and medical supplies by the public sector. Pharmaceutical Procurement Services (PPS) aggregates country demands, issues a centralized tender and pays suppliers from the accounts of the countries at the Eastern Caribbean Central Bank.

The initiative not only offers pooled procurement but also provides countries with a wide range of related services, including training and technical assistance, common drug formulary manuals, drug utilization studies and quality assurance, thereby sharing benefits, skills and knowledge throughout the region.

Evidence has shown that, with the creation of a sizeable market basket for 20 essential medicines, the regional prices were 20 per cent lower than the prices that a country would pay if it procured the same medicines on its own. Continuous annual cost savings accrued after 30 years have reinforced PPS as an excellent cost-benefit model of economic and functional cooperation among OECS countries. PPS has also expanded its 840-product portfolio to include a diverse set of non-pharmaceutical items, including medical supplies, contraceptives and X-ray items. By forming a monopsony (single buyer), the programme has led to significant economies of scale by increasing its bargaining power with over 50 competing suppliers.

More information on OECS is available from http://www.oecs.org.

B. Benguela Current Commission: Three countries manage shared resources that none could adequately secure on their own

The Benguela Current Large Marine Ecosystem (BCLME), stretching northwards in the Atlantic Ocean from the coast of South Africa along the entire coastline of Namibia into Angola, is one of the richest ecosystems on earth, with fish stocks and other goods and services worth an estimated $54.3 billion annually.

Challenge: BCLME is very vulnerable, owing to human activities such as oil and gas exploration, diamond mining, marine transport, and fishing endangering the natural habitat on which a vast wealth of marine life depends.

Solution: To remedy this situation, Government leaders from Angola, Namibia and South Africa made cooperative arrangements to improve the management of the BCLME. To that end, they jointly established the transboundary Benguela Current Commission (BCC), which applies the large marine ecosystem approach to ocean governance — an outstanding model of South-South cooperation to benefit regional neighbourhoods.

Today, the BCC promotes a coordinated regional approach to long-term sustainability for the BCLME. Safeguarding this valuable ecosystem confers many economic and other benefits on the three countries without damage to the environment. By working in tandem and cross-sectorally, Angola, Namibia and South Africa are taking critical steps to ensure the long-term future of their shared ocean-based economies and societies.

More information on the BCC and its activities is available from http://www.benguelacc.org/index.php/en.

C. New Rice for Africa (NERICA)

Challenge: Although rice is the staple food for over 400 million people in West Africa, most of it is imported at a cost of close to $1 billion annually.

Solution: Efforts to promote self-reliance in rice production in the region and across Africa were initiated by 17 West African countries with a view to reducing the expenditure on rice imports in the 1990s. Those efforts were advanced through collaborative research by a network of national partners and regional and international research centres of excellence, supported by donors and multilateral institutions through triangular cooperation arrangements.

By 1994, those research efforts had resulted in the development of NERICA, a cross-breed of two species of cultivated rice (one from Africa and one from Asia) that revolutionized rice production in West Africa and beyond. The many positive characteristics attributed to NERICA include rapid early vegetative growth; a shorter growing period; better resistance or tolerance to drought; resistance to major African endemic insects, pests and diseases; and improved yields.

NERICA has had great success in Africa. Recent figures show that 60 lowland, 18 upland and 4 irrigated NERICA varieties were successfully developed and are being replicated; many NERICA varieties were successfully tested in 31 sub-Saharan countries and were grown on more than 700,000 hectares; and harvesting takes place more than once a year. NERICA has had an adoption rate of up to 68 per cent by farmers. In addition, it has reportedly helped to improve school attendance rates owing to its being less labour intensive, its generation of higher revenues and its attractiveness to women farmers.

More information on NERICA is available from http://www.africarice.org/publications/nerica-comp/Nerica%20Compedium.pdf and http://ibrarian.net/navon/paper/Food_Security_o_RICE_IN_WEST_AFRICA.pdf?paperid=160054.

See the column "Catalytic actions by United Nations regional teams" in table 3 for actions that need to be taken to foster similar high-impact regional, subregional and cross-border initiatives.

X. Priority mainstreaming actions at the global level

30. Table 5 below provides suggestions for a step-by-step approach to mainstreaming South-South cooperation in global policies and programmes. The steps and sub-steps reflect those used within the United Nations system for planning, implementation, monitoring and reporting. They can therefore be easily integrated into procedures and systems currently in use. The table presents a set of priority actions as well as tools and examples that each United Nations organization working at the agency and inter-agency levels (that is, individually and collectively) may wish to consider using in tandem with their agency-specific South-South cooperation tools.

Table 5
Mainstreaming South-South and triangular cooperation in policies and programmes at the global level

Main steps	*Sub-step areas*	*Actions*	*Tools*	*Examples*
Assessment				
	Corporate policies and practices	• Assess corporate policies and practices to determine if they facilitate and prioritize the adoption of South-South cooperation approaches to development as mandated	• Key mandates on South-South cooperation from United Nations conferences, the General Assembly and various United Nations executive boards	• Nairobi outcome document • Quadrennial comprehensive policy review resolutions • Buenos Aires Plan of Action • ILO South-South triangular cooperation strategy • UNDP Strategic Plans • UNDP draft South-South cooperation strategy • UNEP South-South cooperation policy guidance • WFP policy on South-South and triangular cooperation • United Nations Population Fund (UNFPA) South-South cooperation strategy • FAO South-South cooperation strategy
	Staff and institutional capacities	• Assess United Nations staff and institutional capacities needed to mainstream and promote South-South cooperation in global policies and programmes and to monitor and evaluate them	• Terms of reference for staff, units/departments responsible for South-South and triangular cooperation	• Staff and institutional arrangements responsible for South-South cooperation at FAO, ILO, the United Nations Conference on Trade and Development (UNCTAD), UNDP, UNEP, the International Fund for Agricultural Development (IFAD) and the World Bank

Main steps	*Sub-step areas*	*Actions*	*Tools*	*Examples*
				• Terms of reference of the South-South and Triangular Cooperation Task Team of the United Nations Development Group
	Partners and opportunities	• Identify and engage in a continuous dialogue with a broad range of potential partners and identify opportunities to mobilize resources through multi-stakeholder partnerships with Governments, civil society, think tanks, the private sector and Southern-led international financial institutions of the South and the North • Examine the existing global, regional and national South-South and triangular cooperation frameworks	• Partnership agreements, memorandums of understanding, subregional and regional integration agreements/ treaties	• UNDP partnership agreements with emerging economies • World Bank partnership agreements on South-South knowledge exchange • FAO South-South cooperation agreement with China and other countries • WFP Centre of Excellence against Hunger in Brazil (partnership between WFP and the Government of Brazil) • India-Brazil-South Africa Dialogue Forum • NEPAD
	South-South initiatives	• Measure development impact of United Nations-supported South-South cooperation policies and programmes • Identify strategic initiatives, thematic areas (for example, trade, investment, debt, environment, poverty alleviation, production and employment, macroeconomic policy coordination and aid management) and cross-boundary programmes where South-South	• Performance indicators in document SSC/19/3 • Good practices handbook and online portal	• UNCTAD reports on South-South flows of trade, investment and finance • Inter-American Development Bank report on regional public goods and South-South cooperation • Reports of the Secretary-General on the state of South-South cooperation • Evaluation of UNDP contribution to South-South cooperation

Main steps	Sub-step areas	Actions	Tools	Examples
		cooperation would be likely to have a major impact (see TCDC/9/3, para. 35)		• Department of Economic and Social Affairs reports to the Development Cooperation Forums • UNEP report to the UNEP Governing Council
Integration				
	Staff awareness-raising and capacity-building	• Establish a set of training components (including for joint inter-agency training as well as cooperating partners) to raise staff awareness and build staff capacity to mainstream, promote and track progress in South-South cooperation activities • Organize in-house training and awareness-raising seminars, with the possibility of also involving staff of cooperating partners	• Document SSC/19/3 • Common country assessment and United Nations Development Assistance Framework guidelines • United Nations Office for South-South Cooperation online course/manual	• FAO training in South-South cooperation • Development Operations Coordination Office/ United Nations System Staff College planning events for United Nations Development Assistance Framework roll-out countries • ILO South-South cooperation focal points network
	Working mechanisms	• Set up South-South cooperation units, online communities of practice on South-South cooperation and a working group/ mechanism within the inter-agency structure • Establish within each bureau a focal point for promoting South-South cooperation activities • Design organization chart and terms of reference for the special South-South cooperation units and focal points, and, where	• See functions of focal points in document TCDC/13/3	• UNEP South-South cooperation exchange mechanism • World Bank Institute/ South-South Knowledge Exchange Community • Terms of reference for the South-South and Triangular Cooperation Task Team of the United Nations Development Group • Terms of reference for South-South cooperation units (UNCTAD, UNDP and UNEP)

Main steps	*Sub-step areas*	*Actions*	*Tools*	*Examples*
		possible, standardize their core functions		
	Targets	• Set specific targets for mainstreaming South-South cooperation in policies and programming early to ensure that they form a key part of the monitoring and evaluation framework	• Document SSC/19/3	• Document SSC/19/3 • Strategic framework of the United Nations Office for South-South Cooperation • ILO South-South technical cooperation strategy • ILO manual on how to guide South-South and triangular cooperation and decent work • UNEP guidelines on South-South cooperation • UNDP draft strategy on South-South cooperation • UNFPA strategy on South-South cooperation • FAO Quick Guide to South-South Cooperation • FAO South-South cooperation strategy
	Partnerships	• Reach out to South-South and triangular cooperation partners in international forums and conferences to establish regional or thematic/ sectoral South-South cooperation framework agreements with various partners, emerging economies, donor countries, non-governmental organizations and the private sector • Study and apply terms of existing South-South	• See sub-step area "Partners and opportunities" above	• FAO tripartite agreements with pivotal countries • IFAD-China South-South Cooperation Initiative • India-Brazil-South Africa Dialogue Forum • ILO agreements with Brazil and India-Brazil-South Africa Dialogue Forum countries • United Nations Educational, Scientific and Cultural Organization

Main steps	Sub-step areas	Actions	Tools	Examples
		cooperation partnership frameworks		(UNESCO) agreement with Malaysia • Global Compact • Forum on China-Africa cooperation • India-Africa forum • China-Community of Latin American and Caribbean States (CELAC) forum • Turkey-Africa partnerships
	Financing/ resource mobilization	• Promote global arrangements to finance South-South cooperation	• Reports on South-South financing for development, Department of Economic and Social Affairs	• FAO-China Trust Fund • UNESCO-Malaysia Trust Fund
		• Explore the possibility of increasing country allocations and programme resources (from core budgets, if possible) • Work with donor partners in promoting triangular cooperation arrangements and other funding modalities, with a view to exploring innovative resource mobilization approaches aimed at strengthening the capacity of Southern partners to contribute to South-South and triangular cooperation		• Japan International Cooperation Agency • WFP twinning arrangements • China Fund on energy • Complementary contribution to the tenth replenishment of IFAD (IFAD 10) for South-South and triangular cooperation
	Knowledge-sharing mechanisms	• Establish or update existing knowledge-sharing mechanisms • Improve, expand and update existing information on South-South cooperation	• Online platforms • Knowledge fairs/events • Publications • Good practices databank	• Mapping of the practices of the South-South and Triangular Cooperation Task Team of the United Nations Development Group

Main steps	*Sub-step areas*	*Actions*	*Tools*	*Examples*
		capacities, including inventories of institutions • Document and disseminate practices that have the potential for replication • Support the expansion of regional centres of excellence		• UNEP South-South cooperation exchange mechanism • World Bank South-South Knowledge Exchange • FAO South-South Cooperation Gateway • Sustainable Development Goals Fund • Web of Information for Development (WIDE) rosters • Global South-South Development Academy • Global South-South Development Expo • South-South Global Assets and Technology Exchange • Global Labour University network • *Sharing Innovative Experiences* • *Southern Innovator* • *South-South in Action* newsletter • Southern think tanks, research centres, professional associations, universities • WFP Centre of Excellence against Hunger in Brazil • WFP Nutrinet • *The South-South Quarterly: UNDP Newsletter for South-South and Triangular*

Main steps	*Sub-step areas*	*Actions*	*Tools*	*Examples*
				Cooperation for Sustainable Human Development
Tracking progress				
	Indicators	• Design global indicators that reflect targets for mainstreaming and promoting South-South cooperation at the global level and foster their use in agency and inter-agency results frameworks • Integrate South-South cooperation indicators into existing monitoring systems	• Document SSC/19/3	• Document SSC/19/3: online reporting through United Nations Office for South-South Cooperation surveys • Various United Nations agencies' reporting mechanisms
	Data collection and management	• Collect, process, store and share relevant South-South cooperation data in a sustained manner	• World Bank South-South Knowledge Exchange • UNEP South-South exchange mechanism	• World Bank South-South Knowledge Exchange • UNEP South-South exchange mechanism
	Monitoring and evaluation	• Use existing systems to monitor, evaluate and report on the contribution of United Nations-supported South-South cooperation to development • Produce thematic studies on South-South cooperation • Conduct periodic evaluations, using South-South cooperation indicators as a basis	• United Nations Office for South-South Cooperation online surveys • UNDP online reporting system (Operations Support Group) • Various United Nations agencies' evaluation mechanisms	• Evaluation of UNDP contribution to South-South cooperation • Reports of the Secretary-General on the state of South-South cooperation • UNDP Administrator's report to the UNDP/UNFPA Executive Board • Reports to the High-level Committee on South-South Cooperation • Report of the Secretary-General on the quadrennial comprehensive policy review

Table 6
Global performance indicators on South-South and triangular cooperation

Strategy and policy formulation

United Nations agency:

- Adopts and makes South-South cooperation a corporate policy and priority, as reflected in corporate policy and programming frameworks
- Has a representative on the South-South and Triangular Cooperation Task Team of the United Nations Development Group
- Integrates South-South cooperation either as a strategy or a distinct element of global, regional and country programmes
- Designates specific units and/or individuals as focal points
- Actively advocates for, promotes and mainstreams South-South cooperation
- Systematizes funding for South-South cooperation under regular/programme budgets (actual or estimated resources allocated for South-South cooperation in budget lines)
- Has measures for information and data collection and analysis, coordination and evaluation of South-South cooperation and triangular cooperation as well as the evaluation of their development impact
- Has measures to coordinate support for South-South cooperation with other United Nations organizations and agencies

Peer-to-peer learning, capacity development and collective action

United Nations agency:

- Supports developing countries' effective participation and their follow-up to major global conferences (as applicable) and the ensuing results
- Facilitates forums/events to, inter alia, further South-South policy coordination and dialogue, intellectual exchanges, trade/investment promotion, matching of capacities and needs, and business-to-business fairs
- Supports South-South networks (including information networks) and centres of excellence, and their ensuing results
- Supports major regional, subregional and interregional South-South cooperation schemes and their ensuing results
- Promotes the involvement of the private sector and of non-governmental organizations (NGOs) in transparent and equitable South-South cooperation activities
- Promotes concrete South-South transfer/exchange of technologies, expertise and skills as a result of direct intervention
- Researches and compiles inventories and directories of Southern institutions and capacities in the organization's area of expertise
- Trains headquarters and field staff in South-South cooperation

Innovative approaches to South-South cooperation

United Nations agency:

- Develops and builds on innovative approaches that substantially expand South-South cooperation (especially in terms of intra-South cooperation in trade, investment and finance, industry and enterprise development, agriculture, food security and nutrition, environment and energy, health and population, and information and communications)
- Identifies, compiles and disseminates successful development Southern practices relevant for achieving the Sustainable Development Goals, for possible replication
- Explores innovative approaches to mobilizing resources for South-South cooperation (including from Governments of developing countries, donors under triangular arrangements and other sources)
- Explores innovative approaches to broadening partnerships for South-South cooperation, especially with the private sector, academia and NGOs

XI. South-South funding options

31. Access to adequate funding is critical for successful South-South and triangular cooperation, together with support from agency headquarters. United Nations country teams should assist programme countries to gain access to Southern sources of finance for the funding of their South-South and triangular cooperation activities. In this context, country teams need to familiarize themselves with the characteristics, including the purpose, mission and focus, of all relevant South-South funding mechanisms. In particular, they may wish to consider identifying the following:

(a) The main purpose of South-South funding, that is, project finance through concessional and soft loans, balance of payment and budget support, technical cooperation and humanitarian assistance;

(b) Regional/subregional, bilateral and multilateral cooperation forums and platforms for South-South funding, becoming familiar with their objectives, missions and philosophies. Examples of forums through which significant South-South development assistance is being channelled are the Forum on China-Africa Cooperation, the India-Africa Forum, the China-CELAC forum and Arab-Latin America cooperation;

(c) Southern institutions through which funding is mainly channelled, for example, technical cooperation agencies, development banks (for example, the New Development Bank BRICs and the Asian Infrastructure Investment Bank), export-import banks and Southern philanthropic organizations;

(d) The comparative advantages of providers of Southern development assistance as well as their priority sectors/areas of focus in South-South and triangular cooperation.

32. Table 7 below provides examples of Southern institutions and South-South funding mechanisms, together with their area/sector of focus in South-South cooperation.[7]

Table 7
Southern institutions and funding mechanisms, and their area/sector of focus in South-South cooperation

Southern institutions and funding mechanisms	*Example*	*Sector/area of focus*
Export-import banks	• Export-Import Bank of China (China EXIM Bank)[a]	• Provide concessional loans for various infrastructural and construction projects, and credit and project financing for domestic companies investing in other countries of the South
	• Export-Import Bank of India (EXIM Bank of India)[b]	
	• Brazilian Development Bank (BNDES)[c]	
Multilateral institutions	• New Development Bank (NDB BRICs)	• Provide loans, grants, equity capital and other forms of financial assistance to member countries as well as financial assistance for socioeconomic development in other countries of the South
	• Arab Fund for Economic and Social Development (AFESD)[d]	
	• Arab Bank for Economic Development in Africa (BADEA)[e]	
	• Islamic Development Bank (IsDB)[f]	
	• Organization of the Petroleum Exporting Countries (OPEC) Fund for International Development (OFID)[g]	
Southern funds	• Kuwait Fund for Arab Economic Development[h]	• Provide loans, grants, equity capital and other forms of financial assistance to member countries as well as financial assistance for socioeconomic development in other countries of the South
	• Saudi Fund for Development[i]	
	• Abu Dhabi Fund for Development (ADFD)[j]	
	• Nigeria Trust Fund (NTF)[k]	
Southern philanthropy	• Mohamed bin Rashid Al Maktoum Foundation[l]	• Has an endowment of $10 billion, the largest foundation in the Arab region and among the largest in the world
	• Dubai Cares[m]	• With an endowment of $1 billion, Dubai Cares supports primary education in developing countries
Development banks	• Asian Infrastructure Investment Bank (AIIB)	• Provide loans for infrastructural investments in Asia and other regions

[7] A number of Southern institutions provide different forms of financing for development. These are presented here as examples based on their significance as discussed in the report. *Development Cooperation for the MDGs: Maximizing Results* (United Nations Department of Economic and Social Affairs, 2010).

Southern institutions and funding mechanisms	*Example*	*Sector/area of focus*
	• BRAC Bank[n] and Grameen Bank[o]	• Provides small loans, mainly to women, to set up small businesses
	• Bank of the South	• Provides loans for social programmes and infrastructure development
Other funding mechanisms	• Petrocaribe Energy Cooperation Agreement[p]	• Through the Petrocaribe Energy Cooperation Agreement, the Government of the Bolivarian Republic of Venezuela provides a low-cost supply of petroleum and related products to other countries of Latin America and the Caribbean

[a] http://english.eximbank.gov.cn/.
[b] www.eximbankindia.com/.
[c] www.bndes.gov.br/SiteBNDES/bndes/bndes_en.
[d] www.arabfund.org/.
[e] www.badea.org/.
[f] www.isdb.org/irj/portal/anonymous.
[g] www.ofid.org/.
[h] www.kuwait-fund.org/.
[i] www.saudinf.com/main/l104.htm.
[j] www.adfd.ae/pages/default.aspx.
[k] www.afdb.org/en/about-us/nigeria-trust-fund-ntf/.
[l] www.mbrfoundation.ae/ENGLISH/Pages/default.aspx.
[m] www.dubaicares.ae/en.
[n] www.bracbank.com/.
[o] www.grameen-info.org/.
[p] www.petrocaribe.org/.

33. Table 8 below provides examples of triangular sources of support to South-South collaboration.

Table 8
Examples of triangular sources of support to South-South collaboration

Mechanism	*Objective/mission*
African Development Bank South-South Cooperation Trust Fund	Provides support to African countries in mobilizing and taking advantage of development solutions and technical expertise available in the South
German Agency for International Cooperation (GIZ)	Works with Southern partners towards complementing one another's strengths to deliver lasting development results
Ibero-American Programme for Strengthening South-South Cooperation	Provides institutional and technical support to strengthen and revitalize South-South cooperation within Latin America
Japan-UNDP Partnership Fund	Contributions from Japanese funding for UNDP-managed projects, including South-South initiatives

Mechanism	*Objective/mission*
United Nations Fund for South-South Cooperation	Main United Nations trust fund for promoting and providing support for South-South and triangular cooperation
United States Agency for International Development (USAID)	Engages with emerging economies to provide assistance to low-income countries in meeting development needs
World Bank South-South Experience Exchange Facility	Focuses on sharing knowledge and expertise in overcoming poverty

34. Examples of South-South partnerships and collaboration for sustainable development are presented in table 9 below.

Table 9
Examples of South-South partnerships and collaboration for development

Nature of the partnership	*Example*	*Objective/mission*
Bilateral	• China-Africa partnership[a] • India-Africa partnership[b] • Turkey-Africa partnership[c] • Republic of Korea-Africa partnership[d] • Other bilateral cooperation arrangements	• Contribute to development through the provision of concessional loans and grants, support for infrastructure, debt relief, market access, support for human resources development, technical assistance, peacekeeping and other actions
Trilateral	• India, Brazil and South Africa (IBSA) Dialogue Forum[e]	• Through the IBSA Fund, provides support for viable South-South projects to fight poverty and hunger that can be scaled up and replicated in developing countries
Interregional initiatives	• China-Latin America partnerships • New Asian-African Strategic Partnership • Africa-South America partnership • Afro-Arab partnership • Arab-Latin America partnership	• Promote economic, political and sociocultural ties among countries of the regions

[a] www.focac.org/eng/zt/yf/t192831.htm.
[b] www.indiaafricapartnership.com/.
[c] http://africa.mfa.gov.tr/turkiye-afrika.en.mfa.
[d] www.mofat.go.kr/ENG/countries/middleeast/local/index.jsp?menu=m_30_50_20.
[e] www.ibsa-trilateral.org/.

35. In addition to the above-mentioned South-South cooperation funding mechanisms, other multilateral financing mechanisms provide funding for South-South cooperation. The Perez-Guerrero Trust Fund for South-South Cooperation is a United Nations fund established to provide support for South-South cooperation. It furnishes seed money for financing and facilitating the implementation of South-

South projects.[8] Similarly, the World Bank South-South Experience Exchange Facility (SEETF) is a flexible funding mechanism that facilitates just-in-time South-South knowledge and experience exchanges. It is designed to respond to specific demands from low-income countries that wish to learn from their counterparts in other developing countries.[9]

[8] www.g77.org/pgtf/.
[9] http://wbi.worldbank.org/sske/sske/donors.